

Pre-Session Activity

**While waiting for the session to begin,
please complete the
Motivational Analysis
worksheet on page 1.**

Keeping Volunteers **ENGAGED & MOTIVATED**

Lisa Crittenden Hardwick
Points of Light and Hands on Network

January 25, 2008



Objectives:

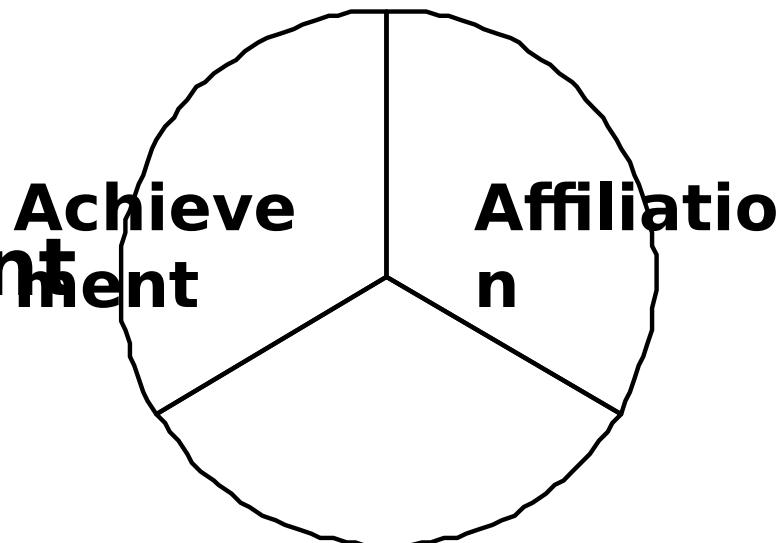
- 1. Identify three social motivators and apply to volunteer management**
- 2. Identify common reasons volunteers leave**
- 3. Describe three major strategies for retaining volunteers**

McClelland's Social Motivators

Three Social Motivators:

- **need for achievement**
- **need for affiliation**
- **need for power**

A person will act to satisfy the need that is strongest at any given time.



Achievement Motivation

Refers to the desire to accomplish goals, grow through challenges, and improve oneself.

- desire for excellence
- wants to do a good job
- needs a sense of accomplishment
- wants to advance
- desires feedback

Influence Motivation

Refers to the desire to be involved in decision-making, to hold a position of authority, to influence outcomes, and to ~~persuade others~~ persuade others to lead.

- enjoys giving advice
- likes influencing an important project
- enjoys job status
- likes to have their ideas carried out

Affiliation Motivations

Refers to a person's desire to foster positive relationships and to belong to a larger group.

- likes to be popular
- likes to be well thought of
- enjoys and wants interaction
- dislikes being alone in work or play
- likes to help others
- desires harmony

McClelland's Social Motivators

Activity:

Using the key on page 3, score your Motivational Analysis.

Why do volunteers leave?

- **More pressing demands** 65%
- **Organization not well-managed** 23%
- **Org did not use volunteers' time well** 23%
- **Volunteer tasks not clearly defined** 16%
- **Volunteers were not thanked** 9%

Why do volunteers stay?

- **Satisfying experience**
- **Positive sense of connection with other people**
- **Boost in self esteem**

Provide a Satisfying Experience

● **Customer service**

● **Basic volunteer management**

- Recruiting and matching
- Orientation and Training
- Supervision
- Recognition

● **Provide a great work environment**

● **Provide a unique experience**

● **Make it fun**

Create a Positive Sense of Connection

- Seek volunteer input
- Create a climate of validation
- Communicate with and about volunteers
- Allow volunteers to have some investment in and ownership of the volunteer program

Psychological Contracts

Informal reciprocal agreement of a work environment, from the perspective of the individual

- **Transactional** - where specific benefits and advancement are given for hard work
- **Relational** - where job security is given by the organization for loyalty

Psychological Contracts

- **Relational psychological contracts related to personality dimensions:**

- Conscientiousness
- Agreeableness
- Emotional stability

Encouraging Relational Contracts

- **Explicitly clarify the obligations of the organization**
- **Explicitly detail the entitlements of volunteers**
- **Continually reinforce the understanding of these two elements of the contract**

Provide opportunities to boost volunteer self esteem

◆ **Growth opportunities for volunteers**

- Volunteer promotion
- Variety in assignments
- Leadership opportunities

◆ **Recognition**

- individual, organizational and community level
- frequent

Engaging Volunteers

- ❖ **What are some ways your MRC engages its volunteers year-round?**

Review

- 1. Appeal to volunteers' inherent motivations**
- 2. Provide a satisfying experience**
- 3. Create a positive sense of connection**
- 4. Provide opportunities to boost volunteer self esteem**

Closing

Activity:

Write down 2 things you will do in your volunteer program based on something you learned today.